APPENDIX K

EXAMPLES OF METHODS FOR FILLING
MILITARY MANPOWER NEEDS

A. PURPOSE

It will often be necessary to realign available manpower to satisfy the requirements of mission and workload changes that occur on mobilization. The objective of such realignments is simply to ensure timely and effective use of available manpower in meeting the most urgent needs of the emergency situation. Specific manpower requirements may last throughout the contingency or may require only temporary solutions. In cases where requirements are firm, planners may be able to project actual personnel realignments in advance. Other cases may require real-time selection of personnel at the time the need arises. As a minimum, personnel planners should determine and plan in advance the procedures for accomplishing such realignments. The following sections describe examples of methods that Services use, or plan to use, in filling emergency military manpower needs.

B. CROSS-LEVELING

1. Background. The Army's Mobilization Cross-Leveling (MCL) system is an automated, real-time system to support major command redistribution and installation cross-leveling of available military personnel. MCL was tested in 1982 and approved as an interim system for use until replaced by the Total Army Personnel Data Base (TAPDB) which is in development. Personnel assignments under MCL are permanent rather than temporary.

2. Definitions [1]

   a. Cross-leveling. Assignment or transfer of personnel within a major command at an installation at unit or installation direction.

   b. Redistribution. Assignment or transfer of personnel between installations of a major command directed by intermediate or major command headquarters.

   c. Distribution. Assignment or transfer of personnel between major commands directed by "wholesale" agencies, such as the Army Military Personnel Center.

3. Concept. Upon mobilization, personnel distribution shifts from centralized peacetime procedures to a decentralized concept that includes:

   a. Directing "stop loss" actions to stabilize the force.

   b. Delegating distribution authority to the lowest levels, with major commands becoming primary managers of personnel assets.

---

[1] Unless identified as extracted from JCS Pub 1, terminology herein is not standardized within the DoD and is applicable only in the context of this document.

c. Applying management by exception where intermediate and higher headquarters deal only with problems that lower levels cannot resolve.

d. Replacing peacetime by-name assignments with bulk levy procedures.

4. <u>MCL Capabilities</u>. MCL lets personnel managers:

a. Generate reports of required, assigned, and net overages and shortages **by** skill and grade for command levels and units.

b. Search for individuals by skill and grade combinations within a specified installation or unit.

c. Cross-level or reassign individuals between units.

d. Change manpower requirements at the unit level, as needed, by updating, adding, or deleting individual records.

e. Mobilize or "fence" units on the system.

5. <u>MCL Limitations</u>

a. MCL is an information system; not a decision making system. It provides the data to assist in making personnel management decisions.

b. As an interim system, MCL does not interface with the Standard Installation Division Personnel System **(SIDPERS)**. Personnel managers must initiate and track SIDPERS transactions for consistency with **MCL** actions.

c. While MCL immediately reflects decisions, it does not move the people.

d. MCL neither identifies deployability or non-deployability of people, nor does it identify deployable people displaced by retirees or non-deployable people.

e. MCL identifies only overall shortages; not <u>critical</u> shortages. The commander must still make this determination.

C. <u>OTHER METHODS</u>

1. <u>Temporary Detailing</u>. Most Services use temporary procedures for detailing personnel from functions that can be curtailed or deferred to fill manpower needs in new or expanding wartime functions. Whether formal or informal, these methods usually involve the following steps:

a. Project authorized wartime vacancies and personnel that are eligible for temporary assignment or detailing.

b. In concert with functional managers, determine priorities and time-phasing for filling vacancies by function and position.

c. Earmark personnel by primary or secondary skill qualifications **to** fill vacancies.

d.   Plan to **fill** non-deployable wartime positions with retirees, if appropriate.

e.   Train personnel in peacetime to perform their wartime duties, through refresher training of cross-training.

f.   Test responsiveness and effectiveness through periodic exercises.

2.   <u>Marine Corps Mobilization Personnel Processing</u>

a.   Where required, Marine Corps bases use temporary detailing to attain an immediate 24-hours-per-day, 7-days-per-week, capability for processing incoming reservists and retirees. For example, a mobilization personnel processing center may have a peacetime cadre of 10 full-time active duty personnel, and require 200 augmenters for full wartime manning. Mobilization plans provide for the detailing of active duty base personnel as initial augmenters. Upon mobilization, selected base activities furnish the augmenters from their own resources according to predesignated skill requirements and tasking.

b.   During peacetime, augmenters receive periodic training and participate as a processing unit in live exercises to maintain proficiency. The manning concept calls for providing fillers to the Fleet Marine Forces using Individual Ready Reservists **(IRR)** and filling billets in supporting bases and stations with retirees. The mobilization personnel processing centers perform a full range of processing functions, including personnel, legal, medical and dental, personal affairs, finance, supply, transportation, billeting, food service, and security support.

3.   <u>Air Force Personnel Support</u>

a.   The Air Force uses a system of predesignated deployable personnel teams to provide personnel support of contingency operations. The system of automated and backup manual procedures, hardware, and the deployable teams is collectively called Personnel Support for Contingencies **(PERSCO).**

b.   The mission of PERSCO teams is to support the deployed combat commander by maintaining strength accountability; processing actions to fill shortfall, backfill, and attrition vacancies; and providing other personnel support for deployed and in-place forces, including civilian employees that deploy in support of contingency operations.

c.   PERSCO may operate either in direct support of specific **OPLANs** or in support of contingencies where no **OPLAN** is involved. Major commands and the reserve forces provide PERSCO teams from selected base personnel offices according to OPLAN tasking requirements. The tasking, as well as the team composition and its equipment is keyed directly to personnel strengths and to the operating environment at each employment base that requires support in a particular **OPLAN.**

d. Preassigned PERSCO team members, including alternates, receive specified recurring training and participate in live exercises to test effectiveness and response. Team members must be available for deployment 24-hours a day. They must be ready to deploy with 6 hours of initial alert or deployment notification. The use of multiple manning and on-call shift scheduling facilitates this response capability.

4. Air Force Augmentation Programs

   a. WARSKIL . For several years, the Air Force used the centrally managed WARSKIL program as a means of providing personnel augmentation and offsetting aggregate shortages in selected skills needed in wartime or for contingencies. In practice, the centralized management concept lacked sufficient flexibility and responsiveness in balancing rapidly changing requirements and resources. Therefore, WARSKIL has been discontinued in favor of other, more effective augmentation procedures.

   b. READY Program

      (1) The Air Force has developed and tested a decentralized program called the Resource Augmentation Duty (READY) program. The READY program is managed at base level on the premise that the local commander is in the best position to evaluate the need for augmentation and to align available personnel to meet local wartime or contingency requirements.

      (2) READY augmentation is designated to meet inplace wartime, contingency, or other emergency situations, including support of OPLANS. It does not normally include people tasked for mobility or deployment in support of approved OPLANS; these people are managed separately through the Contingency Operation Mobility Planning Execution System (COMPES) which directly supports the JCS Joint Operation Planning and Execution System (JOPES). The selection of personnel for READY augmentation duty is based on the commander's assessment of available resources, operational requirements, time-phasing, and relative priorities. The augmentation duty is effective for the duration of the emergency; it does not affect an individual's assigned skill speciality, but may require peacetime training in specific augmentation duties. Periodic live exercises supplement individual training and test unit effectiveness.

      (3) The READY program is linked to the personnel data system to account for personnel and track the status of the numerous augmentation programs that exist at most Air Force bases. Coding procedures identify people who are trained for duties in support of specific functions. Personnel in the READY program will augment a broad range of emergency functions. Some examples are: mobility control centers, air cargo and passenger terminals, rapid runway repair, motor pool operations, personnel control centers, disaster preparedness> medical services, weapons loading, battle staffs, command posts, exercise evaluation teams , security, and law enforcement.